



RCN Direct - Client Needs and Objectives

RCN Direct needed to introduce a measurement and performance management system into a contact centre where professionally qualified staff had been used to working with little or no individual observation or discussion. Team Leaders had little experience of coaching or performance management. The management team wanted to introduce quality standards for people to work to and back this up with individual coaching. They asked us to help them to:

- Introduce formal performance management for staff at all levels
- Raise the bar - set standards of excellence for people to aspire to
- Introduce individual performance coaching
- Engage positively with Union representatives to gain buy-in and support

➤ **What we did**

- Communicate to all and invite participation
- Devise 'call handling excellence' guidelines with staff team
- Introduce call recording for all front-line staff
- Train team leaders how to coach with recorded calls
- Agree regular coaching programme for all staff
- Devise broad performance standards for all
- Train team leaders in performance management techniques

➤ **The Outcome**

- Call monitoring and coaching now 'a way of life'
- Positive attitudes to coaching and performance management
- Union support for the programme – accepted as developmental tool
- Improved productivity and quality of work